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ABSTRACT

A report on the Puerto Rico Dental and Other Health Professions Student Orientation and Recruitment program is presented. Project objectives were to: (1) plan, develop, implement, and assess a formal recruitment program designed to enroll and train a higher proportion of highly qualified Puerto Rican high school and baccalaureate students for the D.D.S. degree; and (2) design and implement an orientation program to complement the formal recruitment program. The orientation program was designed to interest students in choosing a career in the health professions in general, including dental and dental auxiliary careers. Project activities included: (1) the reorganization and integration of all recruitment and orientation services of the Medical Sciences Campus; (2) eliciting the participation of faculty and students from the five schools of the Medical Sciences Campus; (3) developing promotional materials; (4) undertaking recruitment efforts in programs with a recruitment problem; (5) conducting orientation programs in the six regions; (6) coordination with health centers for orientation purposes; (7) establishing an information and counseling service within the Deanship of Student Affairs. Information on assessment goals and level of achievement are presented, and problem areas are listed. Overall benefits of the project are also outlined. (SW)

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UNIVERSITY OF PUERTO RICO
Medical Sciences Campus

PUERTO RICO DENTAL AND OTHER HEALTH PROFESSIONS STUDENT ORIENTATION AND RECRUITMENT PROGRAM

Executive Summary and
Final Report

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Submitted in accordance with the contract No. 231-76-0080 of the Health Resources Administration, PHS, HEW, and the University of Puerto Rico Medical Sciences Campus

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UNIVERSITY OF PUERTO RICO
Medical Sciences Campus

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UNIVERSITY OF PUERTO RICO
Medical Sciences Campus

Executive Summary

Introduction and Background

This summary describes briefly the most relevant aspects of the Puerto Rico Dental and Other Health Professions Student Orientation and Recruitment Program.

The project originated in July, 1975, when officals of the Health Resources Administration and the University of Puerto Rico agreed that it was imperative to make available to all the potential candidates appropriate information related to dental and other health professions, and their future implications for an expanded health service industry.

Objectives

The objectives of the project were: (1) to plan, develop, implement and assess a formal recruitment program aimed at enrolling and training a higher proportion of highly qualified Puerto Rican high school and baccalaureate students for the D.D.S. degree; and (2) to design, develop and implement an orientation program to serve as companion piece for the formal recruitment program. The latter program was designed to interest students in choosing a career in the health professions in general, including dental and dental auxiliary careers.

Development of the Project

The development of the project consisted of three main phases: A-Planning Phase, B- Implementation Phase, and C- Assessment Phase.

A. Planning Phase

During this phase a detailed document was prepared, which included: a review of the literature regarding practices used to motivate and recruit students to the health professions, an assessment of the problems local to Puerto Rico of not having sufficient numbers of qualified applicants for the dental school; and recommendations about how the problem may be solved.

A draft implementation plan was prepared, and presented to a group of five individuals considered experts in the areas of recruitment and counseling of students. The suggestions that were given by the group were considered in the revision of the final implementation plans.

B. Implementation Phase

This phase consisted of the development of the approved recruitment and orientation programs.

The Island was divided into six regions and each region was assigned to a counselor from the project staff or from the Campus counseling staff. Meetings were held with the five deans of the various schools of the Medical Sciences Campus in order to organize the participation of each faculty, especially the School of Dentistry in the recruitment and orientation programs. The collaboration and endorsement of the project was also sought from the Departments of Education and Health.

A program of well-planned activities was carried out at each region, with the active participation of the Campus faculty and students. Promotional materials on all the Campus professional and technical offerings were prepared and distributed at each activity.

Two "familiarization" programs were organized and developed during the summers of 1977 and 1978, with the participation of 72 college students and 195 high school students.

C. Assessment Phase

An evaluation plan was developed to assess the implementation of the orientation and recruitment program. The implementation plan was designed for obtaining continous flow of data about the degree to which each activity was contributing to the achievement of each goal and sub-goal.

Problems Encountered

No major problems were encountered during the development of the project. The following were considered the most relevant ones:

1. Even though all counselors of the Medical Sciences Campus were placed administratively under the Dean of Students Affairs, the total integration of all recruitment and orientation services was not fully accomplished.

2. It became evident that the orientation personnel alone could not cope with many of the problems brought by the students.

3. The preference for medical studies has created recruitment problems to other programs.

4. The status of the dental profession applicants is very low in comparison with the School of Medicine applicants.

5. At the high school level, most counselors are involved in so many administrative tasks that very little is done to help students get acquainted with career opportunities.

Overall Benefits of the Project

We consider that the Puerto Rico Dental and Other Health Professions Student Recruitment and Orientation Program has been a stimulus for the recruitment and orientation services of the Medical Sciences Campus. In summary the overall benefits of the Program have been the following:

1. The orientation personnel of the Medical Sciences Campus nowadays has enough knowledge about the Undergraduate Dental Program and the other health professions to provide accurate information to potential candidates.

2. Coordination and good working relationships have been established among the counselors of the different faculties of our Campus.

3. Coordination mechanisms have been established between our counselors and the counselors and other personnel of all educational institutions of the Island.

4. The five Schools of the Medical Sciences Campus have organized systematic and aggresive recruitment programs.

5. The number of qualified applicants for those programs with a recruitment problem has been increased considerably.

Number of Applicants to Six Academic Programs of the Medical Sciences Campus 1976-79

Program	Number of Applicants 1976-77	1977-78	1978-79
1. Dentistry	281 (117)*	398 (133)*	402 (165)*
2. Master of Public Health	35	41	59
3. Medical Records Administration	17	19	29
4. Speech Therapy	93	105	104
5. Physical Therapy	89	101	123
6. Occupational Therapy	85	91	102

*Applicants from Puerto Rico

6. After the organization of a Central Admissions Office under the Deanship of Student Affairs in 1977, the counselors have been able to give academic counseling to nonaccepted students directing them to other programs especially to those with a recruitment problem.

7. The counselors of the Medical Sciences Campus have established coordination mechanisms with the Pre - Medical and/or Pre-Dental Committees of the Natural Sciences Departments of the different institutions.

8. Promotional materials have been prepared for all health careers offered at the Campus.

9. Regular meetings of the counseling personnel were held each month, with the attendance of all counselors.

10. Peer counseling groups have been organized and trained in three of the five schools of the Campus.

11. There has been a re-organization of all the recruitment and orientation services of the Medical Sciences Campus, with a master plan establishing among other things, a calendar or schedule of recruitment and orientation activities.

12. The continuation of the activities initiated by this project has been ensured by the establishment of a recruitment and orientation program under the leadership of the Deanship of Student Affairs.

Projections

At present, the Deanship of Student Affairs has been granted funds for a "Health Careers Opportunity Program" which will ensure the continuation of the recruitment and orientation plans initially developed under this project.

Puerto Rico Dental and Other Health Professions Student Orientation and Recruitment Program

Final Report

I. Introduction

The purpose of this final report is to describe the work performed with contract no. 231-76-0080 between the Health Resources Administration of the United States Public Health Service, Department of Health, Education and Welfare and the Medical Sciences Campus of the University of Puerto Rico. This report is intended to summarize the development of the project including the final assesment of its successes and failures, major problems encountered and how they were resolved and final recommendations.

Previously, the following documents were submitted: six progress reports; a document which included a review of the literature regarding practices used to motivate and recruit students to health professions in general and dentistry in particular, an assesment of the problems local to Puerto Rico of not having sufficient numbers of qualified applicants to the dental school and recommendations about how the problem might be solved; implementation planning documents; and assesment of the program documents.

II. Background and Origin

The Puerto Rico Dental and Other Health Professions Student Orientation and Recruitment Program originated as an outcome of several meetings that took place in 1975 involving officials from the Health Resources Administration, Bureau of Health Manpower of HEW, the President of the University of Puerto Rico and other officials of the University System and the Department of Health of Puerto Rico.

Subsequently, the Chancellor of the Medical Sciences Campus appointed a committee to prepare a proposal for a recruitment and orientation program geared to identify and attract early in their formation the most talented students; with the knowledge, skills and attitudes to become the dentists and other health professionals which in the future will provide leadership in our health community in their field of expertise. The proposal was submitted to the Health Resources Administration on May 24, 1976. A contract was granted on September 24, 1976 for a period of two years and three months.

III. Objectives of the Project

The objectives of the project were: (1) to plan, develop, implement and asses a formal recruitment program aimed at enrolling and training a higher proportion of highly qualified high school and baccalaureate students for the D.M.D. degree; and (2) to design, develop and implement an orientation program to serve as a companion piece for the formal recruitment program. The latter program was to be designed to interest students in choosing a career in the health professions in general, including dental and dental auxiliary careers.

IV. Development of the Project

The development of the project consisted of three main phases: A. - Planning Phase, B. - Implementation Phase, and C. - Assesment Phase.

A. Planning Phase

During this phase, we were concerned with three basic activities: (1) analysis of the specific problem areas related to the recruitment, orientation and motivation of potential candidates for entering the undergraduate dental program and other health careers, (2) development of a draft implementation plan for the development, implementation and assessment of the formal recruitment program, and for the design, development and implementation of the orientation program; and (3) Planning a three-day meeting of five individuals considered experts in the areas of recruitment and orientation of students to analyze the objectives of the project and the draft implementation plans.

1. Analysis of the Problem Areas Related to Recruitment and Orientation of Students

In order to understand and analyze the problem areas related to the recruitment, orientation and motivation of potential candidates for entering the undergraduate dental program and other health careers, the following activities were performed:

(a) Review of the literature regarding practices used to motivate and recruit students to the health professions in general and dentistry in particular in Puerto Rico and in the mainland.

(b) Revision and evaluation of orientation programs conducted by target institutions in the Island, in order to identify possible ways of synchorinizing their activities with those to be conducted by our program.

(c) Evaluation of the present recruitment and counseling services of the undergraduate dental program in particular, and of the other health professions in general.

(d) Programmed meetings with those individuals actually participating in the orientation and motivation of potential candidates for entering health professions programs and particularly with those participating in the recruitment program of the School of Dentistry.

(e) Identification and analysis of the specific problem areas related to recruitment and orientation of potential students.

(f) Proposal of detailed and specific recomendations about how the problems may be solved.

A detailed document was prepared describing the activities mentioned above, and sent for the approval of the Project Officer.

2. Development of a Draft Implementation Plan

The project staff, after a careful analysis of the specific problem areas related to recruitment and orientation of potential students for entering the undergraduate dental program and other health careers, developed a draft implementation plan for the development, implementation and assessment of a formal recruitment program and an orientation program to serve as a companion piece for the recruitment program.

Seven ultimate goals were contemplated in the proposed program:

Goal 1 - Re-organization and integration of all recruitment and orientation services of the Medical Sciences Campus.

Goal 2 - Design a systematic and aggresive recruitment and orientation program to identify and attract early in their formation highly qualified students for the D.M.D. degree and other health professions.

Goal 3 - Organization of the participation of each faculty, especially the School of Dentistry, in the systematic recruitment and orientation program to be developed at the Medical Sciences Campus.

Goal 4 - Organization of several Community Health Careers Centers at each region by the Regional Health Careers Guidance Committee with the assistance of the Steering Committee.

Goal 5 - Revision of existing, and production of new audiovisual materials, designed to promote Dentistry and other health professions as desirable careers to be pursued at the Medical Sciences Campus.

Goal 6 - Organization and implementation of a health career information system at the Medical Sciences Campus.

Goal 7 -Implementation of the recruitment and orientation program as planned and approved.

3. Final Implementation Plan

A three-day meeting was held with five individuals considered experts in the areas of recruitment and orientation of college students with the objective of allowing them to review and critique the following:

(a) Objectives of the contract (project)

(b) An assessment of the problems local to Puerto Rico of not having sufficient numbers of qualified applicants for the dental school.

(c) A draft implementation plan for the development, implementation and assessment of the formal recruitment program; and, for the design, development and implementation of the orientation program.

The names and positions of the group of experts were as follows:

(a) Dr. Arthur C. Cosmas,
Acting Program Director,
Graduate Program Allied Health Professions,
The University of Connecticut,
Storrs, Connecticut

(b) Dr. Ada Elsa Izcoa,
Advisor,
State University of New York,
College of Old Westbury,
Old Westbury, New York

(c) Dr. Robert Atlas,
Professor of Psychology
Inter-American University
Hato Rey, Puerto Rico

(d) Mrs. Angela Lina Giusti,
Director of Counseling Services,
Cayey University College.
University of Puerto Rico

(e) Dr. Patria Crespo,
Professor of Counseling,
Río Piedras Campus,
University of Puerto Rico

(f) Dr. Cristina Batista Nobbe
Professor of Counseling
Río Piedras Campus,
University of Puerto Rico

The dates and purposes of the meeting were the following:

January 19, 1977	To review and critique the objectives of the project and the assesment of the situation developed by the project staff. (first document)
January 20, 1977	To present the Draft Implementation Plan; to have the work critiqued and to receive suggestions about the possible modifications for its improvement.
January 21, 1977	To present the revised Implementation Plan and to obtain ideas and final recommendations about how to and how not to proceed.

The group gave many invaluable suggestions and criticisms of the plan and helped to shape the objectives of the final implementation plan. The following goals were recommended as the desirable ones for the project:

Goal 1 - Reorganization and integration of all recruitment and orientation services of the Medical Sciences Campus.

Goal 2 - Design a systematic and aggresive recruitment program to identify and attract early in their formation highly qualified students for those academic offerings with a recruitment problem.

Goal 3 - Organize a systematic orientation program for preuniversity and first and second year university students; to serve as a companion piece for the recruitment program.

Goal 4- Organization of the participation of each faculty, especially the School of Dentistry, in the recruitment and orientation program to be developed at the Medical Sciences Campus.

Goal 5 - Coordinate with the health centers' staff at each municipality in order to facilitate the orientation of prospective candidates.

Goal 6 - Revision of existing, and production of new audiovisual materials, designed to promote Dentistry and other health professions as desirable careers to be pursued at the Medical Sciences Campus.

Goal 7- Establishment of an information and counseling service center within the Deanship of Student Affairs.

Goal 8- Implementation of the recruitment and orientation program as planned and approved.

The revised Implementation Plan, as well as the other documents mentioned before, were submitted for the consideration and approval of the project officer. The plans were approved on March 4, 1977.

B. Implementation Phase

During this phase, the project staff worked toward the achievement of the goals included on the approved implementation plan.

1. The first step taken was the re-organization and integration of all recruitment and orientation services of the Medical Sciences Campus.

   There were seven counselors at the Medical Sciences Campus under the different schools, and they were placed administratively under the Dean of Student Affairs. Regular meetings of the counseling personnel were held every two weeks. The following things were accomplished:

   a. The present recruitment and counseling services of the Undergraduate Dental Program and of the other health professions was discussed and analized.

b. The functions of the counselors, admission committees, directors of student's affairs and other personnel in a recruitment and orientation program were specified and clarified.

c. An informal inservice training program for all counselors and collaborators was organized.

d. A manual describing all the educational offerings of the Medical Sciences Campus was prepared and distributed.

e. A brochure describing all services offered by the Deanship of Student Affairs was prepared and distributed.

f. A brochure describing the services offered by the Financial Assistance Office was prepared and distributed.

2. Organization of the Participation of each Faculty

One of the most important factors in the performance of the project was obtaining the participation of faculty and students from the five schools of the Medical Sciences Campus (School of Dentistry, School of Medicine, School of Public Health, College of Pharmacy and College of Allied Health Professions.)

This required much effort and was a process which involved:

a. Meetings with the deans, the Offices of Student Affairs' Personnel, the Admission Committees and other staff to discuss the objectives of the project.

b. Written communications with the deans asking them to assign at least six members of their staff to assist in the project proposed activities.

c. Formal presentations before standing committees of the different schools, and the Student Councils.

d. Meetings with groups of students to interest them in becoming peer orientators.

e. Designing a training course for the peer orientation groups.

f. Organizing groups from the five faculties to participate in orientation activities.

3. Promotional Materials

Committees were appointed at each school for the revision of the existing audiovisual materials used by all educational programs in the promotion of health careers. The committees were very active in this task and made recommendations for the improvement of some of the existing materials and suggested the addition of new ones.

Two proposals were written to produce formal audiovisual programs: one promoting Dentistry as a profession and the School of Dentistry at the University of Puerto Rico as an educational institution fully proficient to prepare qualified individuals for entry into the field of Dentistry, and the other describing the six academic offerings of the School of Public Health.

Both proposals were accepted and arrangements were made for their production.

Promotional brochures were prepared for all health careers offered at the Campus. A reference manual, with information on all academic offerings, the admission requirements to each program, required entrance examinations, scholarships and other financial aids, tuition and fees, student health services and housing facilities was prepared to serve as a guide for counselors. A brochure on financial aid was also prepared and given routinely in recruitment and orientation activities.

4. The Recruitment Program

The project staff started the design of the recruitment program with the identification of those academic offerings at the campus with a recruitment problem, that is, with a lower ratio of 1.5 qualified applicants per available seat.

Six programs were identified: Dentistry, Master of Public Health, Medical Records Administration, Speech Theraphy, Physical and Occupational Therapy.

The project staff met several times with the faculty of these programs analyzing their admission criteria, the quantity and quality of applicants and their orientation and information services. Taking all these factors into consideration, a recruitment goal was prepared for each program for the years 1977-78, 1978-79 and 1979-80.

Table I - Recruitment Goals - Medical Sciences Campus - 1977-80

Program	Increase of Qualified Applicants		
	1977-78	1978-79	1979-80
Dentistry	10%	20%	50%
Master of Public Health	10%	20%	30%
Medical Records Ad.	10%	20%	30%
Speech Theraphy	10%	20%	20%
Occupational Theraphy	10%	20%	20%
Physical Theraphy	10%	20%	20%

The Island was divided into six regions for the project. Each region was assigned to one of the Campus counselors, who was responsible for the recruitment and orientation program for the prospective students in that area, with the participation of professors and students of our Campus.

Table 2 - Assignment of Counselors per Puerto Rican Regions
1977-78

Counselor	Region	Municipalities Included
Mrs. Sol Lladó	Arecibo	14
Mrs. Virginia Vincenty	Caguas	11
Mrs. Migdalia Cardona	Humacao	15
Mrs. Josefina Rivera	Mayaguez	16
Mrs. Aida Juliá	Ponce	13
Mrs. Genoveva Ruíz	San Juan	8
Mrs. Luz Galarza	"	

Each counselor made a list of all the high schools and college institutions of her region. They identified the local counselors and visit them to discuss the objectives of the project.

The Campus counselors met several times with the local counselors to plan and organize a recruitment and orientation program for the region, emphazising those programs with a recruitment problem. They also identified the places where the prospective students for these programs come from and made plans for their orientation in situ.

5. The Orientation Program

As a companion piece for the recruitment program, an orientation program was designed at each region in order to interest students in choosing a career in the health professions in general. This program was planned in collaboration with local counselors and other professionals from the region. The orientation program included, among others, the following activities:

a. Meetings with local counselors and other interested professionals of all target institutions.

b. Talks about health professions at different institutions.

c. Talks to Pre-Medical and Pre-Dental organizations, health classes and Health Clubs about health careers.

d. Visits to hospitals, health centers and the Medical Sciences Campus with groups of interested students.

e. Medical Sciences Campus staff visits to offer orientation to target institutions.

f. Organization of peer-counseling groups.

g. Group discussions with interested students.

h. Assisting counselors and teachers in the orientation of students.

i. Distribution of promotional materials about health professions about health professions and financial aid to all interested students and health centers' staff.

j. Four-week familiarization program during the summer (2) for first and second year university students at the Medical Sciences Campus.

k. Familiarization program during the summer for high school students interested in health careers, at different health centers throughout the Island.

6. Coordination with Health Centers for Orientation Purposes

The project staff visited the Secretary of Health and the Regional Health Directors to discuss the objectives of the project in order to secure their approval in engaging the cooperation of the health centers' staff in offering health careers guidance to prospective students, and to the community in general.

Afterwards, the project staff visited several health centers and met with appointed key staff for this project (usually the head nurse or health educator), to discuss the activities the health center' personnel could perform. Among these activities, were the following:

a. giving out promotional material about health professions.

b. giving talks about health professions to interested students.

c. receiving interested students at the health center and explaining to them the role and functions of a health center and the contribution of each health professional.

d. acting as tutors to students interested in working as volunteers in the health center, so that they may observe and receive "training" on the different health professions.

The work conducted by the health centers' staff was voluntary, and in addition to their responsibilities. Nevertheless, they were most willing to cooperate in this endeavor and their participation was very important, for it has initiated the establishment of a long needed practice: health careers orientation by local health professionals.

7. Establishment of an information and counseling service within the Deanship of Student Affairs.

Information plays a major role in career development. Thus an information center was organized at the Deanship of Student Affairs to provide interested students with the following information:

a. Reference manuals on all health professions with a profile of each profession, description of the education of each professional, admission requirements to

each academic program offered at the Medical Sciences Campus and the curriculum of each program.

b. Brochure describing each profession and all information pertaining to that profession, for distribution to prospective students and parents.

c. Brochure on financial aid available for distribution to interested students.

d. Admission forms.

e. Financial aid forms.

f. Written information about entrance examinations to all health careers.

g. Reference manual about housing facilities.

h. Brochures about the labor market and job opportunities

i. Bulletins about opportunities for health career preparation in the United States.

j. Apprenticeship programs.

k. Armed forces training.

l. Job Corps.

m. Colleges and Universities in Puerto Rico and abroad.

n. other printed materials.

The information center was attended by the project secretary. Whenever a student needed more orientation, she referred them to one of the counselors, who assisted him in his careers exploration. Some of the benefits of this counseling service to prospective students were that it would:

a. enable the student to become aware of and explore health career alternatives.

b. assit him to understand his potential.

c. help him to relate personal attributes and goals to educational opportunities.

d. explore areas of study that may increase his interest or opportunity for a health career.

e. provide the opportunity to identify, if needed, specific institutions that are in line with his interests.

f. receive and discuss information on educational requirements, compatibility with his personal characteristics and his "chosen" field; and other relevant data.

g. participate, with other students, in different learning experiences which will acquaint him with all available health careers. (seminars, visits, group discussions, observations and practice.)

C. Assessment Phase

The evaluation of the project consisted of the evaluation of all aspects of the Implementation Plan, its goals and sub-goals. An important part of the assessment phase was a continual formative evaluation through staff meetings.

Below, we present a table with the level of achievement of each goal and sub-goal of the Implementation Plan.

Level of Achievement of the Goals and Sub-Goals of the Implementation Plan

Goals and Sub-Goals	Level of Achievement %
Goal 1 Reorganization and integration of all recruitment and orientation services of the Medical Sciences Campus.	93%

Goals and Sub-goals	Level of Achievement %
Sub goal 1.1 Identification of the personnel actually engaged in the recruitment and orientation services, and other possible resources at the Medical Sciences Campus.	100%
Sub goal 1.2 Design strategies to augment facilitatory forces that may improve the effectiveness of the program.	80%
Sub goal 1.3 Acquaint all personnel with the philosophy and goals of the different educational programs of the Campus, and with all the services rendered by the Deanship of Student Affairs.	100%
Goal 2 Design a systematic and aggresive recruitment program to identify and attract early in their formation highly qualified students for those academic offerings with a recruitment problem.	96.6%
Sub goal 2.1 Identify those programs at the Campus with a recruitment problem.	100%

Goals and Sub-goals	Level of Achievement %
Sub-goal 2.2 Identify the target institutions for the recruitment program.	100%
Sub-goal 2.3 Design strategies to identify and attract early in their formation highly qualified students for those programs with a recruitment problem.	90%
Goal 3 Organize a systematic orientation program for pre-university and first and second year university students; to serve as a companion piece for the recruitment program.	87.5 %
Sub-goal 3.1 Identify the target institutions for the orientation program.	100%
Sub-goal 3.2 Establishment of a pool of qualified candidates for the different academic programs offered at the Campus	75%
Goal 4 Organization of the participation of each faculty, especially the School of Dentistry, in the recruitment and orientation program to be developed at the Medical Sciences Campus.	100%

Goals and Sub-goals	Level of Achievement %
Sub-goal 4.1 Engage the cooperation of each faculty in the orientation and orientation program at the M.S.C.	90%
Sub-goal 4.2 Organize six steering committees at the M.S.C. to assit in the planning, implementation and assessment of all activities.	80%
Sub-goal 4.3 Organization and training of peer groups, and involve them in the recruitment and orientation of prospective students.	70%
Goal 5 Coordinate with the health centers' staff at each municipality in order to facilitate the orientation of prospective students.	76.7%
Sub-goal 5.1 Engage the cooperation of the health centers' staff in offering health career guidance to prospective students, and to community in general.	70%

Goals and Sub-goals	Level of Achievement %
Sub-goal 5.2	
Supply health centers with promotional materials on all the Campus professional and technical offerings.	90%
Sub-goal 5.3	
Design strategies to obtain the participation of alumni community professionals, professional organizations, parents, and other interested people in the orientation of prospective candidates.	70%
Goal 6	
Revision of existing, and production of new audiovisual materials, designed to promote Dentistry and other health professions as desirable careers to be pursued at the Medical Sciences Campus.	100%
Sub-goal 6.1	
Review of existing audiovisual materials used by all educational programs in the promotion of health careers.	100%
Goal 7	
Establishment of an information and counseling service center within the Deanship of Student Affairs.	95%
Sub-goal 7.1	
Provide interested persons with information about all available health careers.	100%

Goals and Sub-goals	Level of Achievement %
Sub-goal 7.2 Provide prospective students with opportunities for making a significant career choice in an environment both challenging and supportive.	90%
Goal 8 Implementation of the recruitment and orientation programs as planned and approved.	94.91%
Sub-goal 8.1 Carrying into effect the developed recruitment and orientation programs.	89.83%
Sub-goal 8.2 Continuous evaluation of the recruitment and orientation programs, to determine the extent to which objectives are been achieved.	100%

V. Problems Ecountered

No major problems were encountered during the development of the project. The following were considered the most relevant ones:

A. Even though all counselors of the Medical Sciences Campus were placed administratively under the Dean of Student Affairs, the total integration of all recruitment and orientation services was not fully accomplished.

B. It became evident that the orientation personnel alone could not cope with many of the problems brought by the students.

C. The preference for medical studies has created recruitment problems to other programs such as dentistry, graduate studies in basic biological sciences and public health, and in the allied health professions.

D. The status of the dental profession applicants is very low in comparison with the School of Medicine applicants.

E. At the high school level, most counselors are involved in so many administrative tasks that very little is done to help students get acquainted with career opportunities or to understand the vast array of health professions open to them.

VI. Overall Benefits of the Project

We consider that the Puerto Rico Dental and Other Health Professions Student Recruitment and Orientation Program has been a stimulus for the recruitment and orientation services of the Medical Sciences Campus of the University of Puerto Rico. In summary, the overall benefits of the Program have been the following:

A. The orientation personnel fo the Medical Sciences Campus nowadays has enough knowledge about the Undergraduate Dental Program and the other health professions to provide accurate information to potential candidates.

B. Coordination and good working relationships have been established among the counselors of the different faculties of our Campus.

C. Coordination mechanisms have been established between our counselors and the counselors and other personnel of all educational institutions of the Island.

D. The five Schools of the Medical Sciences Campus have organized systematic and aggresive recruitment programs aimed at enrolling highly qualified students, with the participation of counselors, teaching staff and students.

E. The number of qualified applicants to those programs with a recruitment problem has been increased considerably.

Number of Applicants to Six Academic Programs of the Medical Sciences Campus 1976-79

Program	Number of Applicants		
	1976-77	1977-78	1978-79
1. Dentistry	281 (117)*	398 (133)*	402 (165)*
2. Master of Public Health	35	41	39
3. Medical Records	17	19	29
4. Speech Therapy	93	105	104
5. Physical Theraphy	89	101	123
6. Occupational Therapy	85	91	102

* Applicants from Puerto Rico

F. After the organization of a Central Admissions Office under the Deanship of Student Affairs in 1977, the counselors have been able to give academic counseling to nonaccepted students directing them to other programs especially to those with a recruitment problem.

G. The counselors of the Medical Sciences Campus have established coordination mechanisms with the Pre-Medical and/or Pre-Dental Committees of the Natural Sciences Departments of the different institutions.

H. Promotional materials have been prepared for all health careers offered at the Campus; as well as a reference manual for counselors. A brochure on financial aid was prepared and given routinely in recruitment and orientation activities.

I. Regular meetings of the counseling personnel were held each month, with the attendance of all counselors.

J. Peer counseling groups have been organized and trained in three of the five schools of the Campus.

K. There has been a re-organization of all recruitment and orientation services of the Medical Sciences Campus, with a master plan establishing, among other things, a calendar or schedule of recruitment and orientation activities.

L. The continuation of the activities initiated by this project has been ensured by the establishment of a recruitment and orientation program under the leadership of the Deanship of Student Affairs.

UNIVERSITY OF PUERTO RICO
Medical Sciences Campus

PUERTO RICO DENTAL AND OTHER HEALTH PROFESSIONS
STUDENT ORIENTATION AND RECRUITMENT PROGRAM
CONTRACT NO. 231-76-0080

IMPLEMENTATION PLAN
VII. SEVENTH AND LAST PROGRESS REPORT
DECEMBER 23, 1978

Deanship of Student Affairs
Medical Sciences Campus
University of Puerto Rico

Project Director
Medical Sciences Campus
University of Puerto Rico

GOAL 1

Re-organization and integration of all recruitment and orientation services of the Medical Sciences Campus.

Sub-Goals	Activities	Resources	Date to be Accomplished	Evaluation Criteria
1.1 Identification of the personnel actually engaged in the recruitment and orientation services, and other possible resources at the Medical Sciences Campus.	1.1.1. Contact the Assistant Deans in charge of Student Affairs and the counselors of all faculties.	Staff and Project Director	accomplished	1.1. Names of all counselors and number of other available resources identified.
	1.1.2. Identify other possible resources.		accomplished	
	1.1.3. Meet with both groups to request their participation in the program.		accomplished	
	1.1.4. Make a list of all available resources.		accomplished	
1.2 Design strategies to augment facilitatory forces that may improve the effectiveness of the program.	1.2.1. Place all counselors of the Campus under the Dean of Student Affairs.	Chancellor	July, 1977	1.2. a. Placement of all counselors under the Dean of Student Affairs
	1.2.2. Discuss the present recruitment and counseling services of the Undergraduate Dental Program in particular and of the other health professions in general with all resources.	Staff and Project Director	accomplished	b. Number of teaching and administrative personnel involved in the different activities. c. Number of activities initiated by the collaborators.

Sub-goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
	(1.2.3.) Clarification of the functions of counselors, admission commitees, directors of student's affairs and other personnel in a recruitment and orientation program.	Staff and Project Director Assistant Deans in charge of Student Affairs Medical Sciences Campus Counselors	February 28, 1977	d. Number of counselors and collaborators attending the in-service training program.
	(1.2.4.) Set up an inservice training program for all counselors and collaborators to update their knowledge of all the different educational programs of the campus.	Project Director and Assistant Deans in charge of Student Affairs.	February and March, 1977	
	a. Hold a meeting to obtain information from the counselors on their training needs.		accomplished (February)	
	b. Formulate the general and specific objectives; plan, organize and conduct the in-service training program.		February, 1977	
	c. Include a seminar on interpersonal relations emphasizing attitudes and conflicts related to their professional role.	Dr. C. Batista and Project Staff	March, 1977	
	d. Evaluate the results.			

Sub-Goals	Activities	Resources	Date to be Accomplished	Evaluation Criteria
	1.2.5. Present, discuss and analyse the objectives, the functions, rules and procedures of the following: a. Central Admission's Office b. Admission Committees c. Registrar's Office d. Economic Assistance Office	Dean of Student Affairs and his Staff	accomplished	
1.3. Acquaint all personnel (teaching and administrative) with the philosophy and goals of the different educational programs of the Campus, and with all the services rendered by the Deanship of Student Affairs.	1.3.1 Prepare and distribute a manual describing all the educational offerings of the Campus to all personnel.	Mrs. Virginia Vincenty and Mrs. Josefina Rivera	February 28,1977	1.3. Preparation of an orientation manual for all personnel and a brochure describing the services of the Deanship of Student Affairs.
	1.3.2. Prepare and distribute a brochure describing all services offered by the Deanship of Student Affairs.	Mrs. Virginia Vincenty and Mrs. Josefina Rivera	March 15,1977	

GOAL 2.

Design a systematic and aggresive recruitment program to identify and attract early in their formation highly qualified students for those academic offerings with a recruitment problem.

Sub-Goals	Activities	Resources	Date to be Accomplished	Evaluation Criteria
2.1 Identify those programs at the Campus with a recruitment problem.	2.1.1. Compare the number of qualified applicants and the number of seats for each program in 1976. (Those programs with a lower ratio than 1.5 qualified applicants per seat have a recruitment problem.)	Directors of Student Affairs	February 28, 1977	2.1. a. Names of those programs with a recruitment problem and their admission criteria.
	2.1.2. Analyze the admission criteria for each program of the campus with a recruitment problem.	Admission Committees of each faculty	February 28, 1977	
2.2 Identify the target institutions for the recruitment program.	2.2.1. Make a list of all Puerto Rican high schools, higher education institutions, and other institutions; identifying key personnel to be involved in the recruitment program to be developed.	Mrs. Virginia Vincenty and Mrs. Josefina Rivera	February 28, 1977	2.2. a. Names of all target institutions, and a counselor or key person to contact at each institution.
	2.2.2. Divide the Island into six regions for this project.	Project Director and Assistant Deans in charge of Student Affairs.	accomplished	b. Division of the Island into six regions and the names of all municipalities included in each region.
	2.2.3. Assign each region to a counselor from the project staff, or from the Campus counseling staff. Each counselor will devote 10% of his time to recruitment activities in that region, emphasizing those programs with a recruitment problem.	Project Director and Assistant Deans in charge of Student Affairs	March 15, 1977	c. Number of counselors assigned to each region.

Sub-Goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
2.3 Design strategies to identify and attract early in their formation highly qualified students for those programs with a recruitment problem.	2.3.1. Determine where are the prospective students for each program for 1977-84.	Project Staff	February 28, 1977	2.3. a. For each program: (1) 10% increase in number of applicants per year until 1.5 ratio is reached in 1980. (2) 10% decrease in attrition until 3% minimun by 1980. b. Number of "clubs", number of members, and longevity of clubs. c. Number of media items per year. d. Number of personal presentations, consultation and contacts per year. e. Production of a systematic plan of recruitment per region, involving local personnel.
	2.3.2. Prepare for each program a recruitment goal (# of qualified applicants) for 1977-84.	Admission Committees and Academic Programs involved.	March 31, 1977	
	2.3.3. For 1977-78 class in dentistry, try recruitment of non-accepted medical students.	Project Staff	February 28, 1977	
	2.3.4. Design a systematic plan of recruitment activities for each region, involving local personnel and taking into consideration the recruitment goals of each program per year.	Counselors assigned to each region.	July 31, 1977	

GOAL 3.

Organize a systematic orientation program for pre-university and first and second year university students; to serve as companion piece for the recruitment program.

Sub-Goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
3.1. Identify the target institutions for the orientation program.	3.1.1. Make a list of all Puerto Rican High Schools and higher education institutions.	Mrs. Virginia Vincenty and Mrs. Josefina Rivera	February 28, 1977	2.1. Names of all Puerto Rican high schools and higher education institutions, and their counselors.
	3.1.2. Identify and meet with the counseling personnel of all target institutions at each region.	Counselors assigned to each of the six regions		
3.2. Establishment of a pool of qualified candidates for the different academic programs offered at the Campus.	3.2.1. Assist Counselors and teachers in the identification of interested students that meet the admission criteria of each academic program offered at the Campus.	Counselors assigned to each region.	September 30, 1977	3.2. a. Number of interested qualified students identified for each program.
	3.2.2. Counselors meet with groups of prospective students (divided according to area of interest), and prepare with them a schedule of activities for the orientation of the group.	Counselors	October, November and December, 1977	b. Number of activities celebrated with each group of candidates interested in a specific area. (ie. Nursing Physical Therapy, etc.)
	3.2.3 Develop an intensive orientation program at those two regions containing the college institutions selected by the Six Year Experimental Post-Secondary Dental/Medical Program to offer their first two years of studies. (Possibly Mayaguez, Cayey or Humacao.)	Project Staff	August 1977 till December 1978	

Sub-Goal	Activities	Resources	Date to be accomplished	Evaluation Criteria
	3.2.4. Assign the counselors from the project staff to devote 25% of their time to an intensive recruitment and orientation program at these regions.	Mrs. Virginia Vincenty and Mrs. Josefina Rivera	May 31, 1977	
	* 3.2.5 Establishment of a pool of qualified high school candidates for the six-year program. (Other counselors will establish a pool of candidates for all other health professions.)	Counselors	December 31, 1977	

* The Six Year Program is under consideration by the proper authorities in Puerto Rico for decision whether to proceed or not with the implementation of the program.

GOAL 4.

Organization of the participation of each faculty, especially the School of Dentistry, in the recruitment and orientation program to be developed at the Medical Sciences Campus.

Sub-Goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
4.1 Engage the cooperation of each faculty in the recruitment and orientation program of the Medical Sciences Campus.	4.1.1. Hold meetings with the deans, the orientation personnel, the Admission Committees and other staff to discuss the objectives and scope of the project.	Staff and Project Director	accomplished	4.1. Number of personnel interested and willing to cooperate in the project activities.
4.2 Organize six steering committees (one for each region) at the Medical Sciences Campus to assist in the planning, implementation and assessment of all activities.	4.2.1. Ask the deans of each faculty to assign at least six members of their faculty to assist in the project proposed activities	Project Director	March 31, 1977	4.2. Number of appointed committee member attending the meeting.
	4.2.2 Hold a meeting with the members of the staff assigned to the committees.	Counselors and Project Director	March 31, 1977	
4.3 Organization and training of peer orientation groups, and involve them in the recruitment and orientation of prospective students.	4.3.1. Invite the student body to participate in a peer orientation project.	Project Director and Assistant Deans in charge of Student Affairs	April 30, 1977	4.3. a. Number of students interested in the peer orientation project.
	4.3.2. Hold a meeting with the volunteering students to discuss the peer orientation project - its scope and objectives.	Project Director and Counselors	April 30, 1977	b. Number of students attending the training activities.

Sub-Goal	Activities	Resources	Date to be accomplished	Evaluation Criteria
	4.3.3. Design and develop a training course for the peer counseling groups.	Dr. Ruben Méndez and Mrs. Mercedes Reyes	May 31, 1977	c. Willingness of the students to participate in recruitment activities.
	a. Delineate the general and specific competencies a peer orientator must have.	Counselors		
	b. Formulate the objectives, define the content areas, strategies and evaluative criteria for the training.	Dr. Rubén Méndez and Mrs. Mercedes Reyes		
	c. Organize and conduct the course	Dr. Rubén Méndez and Mrs. Mercedes Reyes		
	4.3.4. Assign the students interested in the recruitment project to the region of their preference.	Project Director, Counselors and peer orientators.	May 31, 1977	

GOAL 5.

Coordinate with the health centers' staff at each municipality in order to facilitate the orientation of prospective candidates.

Sub-Goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
5.1 Engage the cooperation of the health centers' staff in offering health careers guidance to prospective students, and to community in general.	5.1.1. Communicate with the Secretary of Health and Regional Health Directors to discuss the project and secure their approval and collaboration.	Dean of Student Affairs and Proyect Director	May 15, 1977	5.1. a. Number of key persons appointed by Regional Health Directors. b. Number of activities initiated by the Key Persons. c. Number of health centers' staff participating in promotional activities. d. Number of students receiving orientation at the health centers. e. Number of talks given by health personnel.
	5.1.2. Ask Regional Health Directors to appoint a Key person at each Health Center to assist in this project.	Project Director and Counselors assigned	July 31, 1977	
	5.1.3. Hold a one day meeting with all Key persons to ask their cooperation in: (27) a. giving out written information to interested persons. b. giving talks about the health professions to interested groups, including high schools. (The idea of establishing a speakers bureau including community health professionals will be discussed.) c. Receiving interested students and explaining to them the functioning of a health center and the contribution of each health professional.	Counselors assigned to each region.	July 31, 1977	

Sub-Goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
5.2. Supply health centers with promotional materials on all the campus professional and technical offerings.	5.2.1. Send promotional materials to identified key persons at each health center.	Project Staff	August 31, 1977	5.2 Number of materials distributed to interested persons.
5.3. Design strategies to obtain the participation of alumni community professionals, professional organizations, parents, and other interested people in the orientation of prospective candidates.	5.3.1. Make a list of all health professions represented in the community, and other potential resources.	Counselors assigned to each region	July 31, 1977	5.3 Number of alumni, other health professionals, professional organizations and parents participating in promotional activities.
	5.3.2. Contact all health professional and other possible resources in the community to discuss the objectives of the recruitment project.			
	5.3.3. Supply these resources with promotional materials.	Project Staff	August 31, 1977	

GOAL 6.

Revision of existing, and production of new audiovisual materials, designed to promote Dentistry and other health professions as desirable careers to be pursued at the Medical Sciences Campus.

Sub-Goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
6.1. Review of the existing audio-visual materials used by all educational programs in the promotion of health careers.	6.1.1. Ask the dean of each school or college of the Medical Sciences Campus to appoint a special three-people committee for the revision and production of materials promoting health professions.	Staff and Project Director	March 31, 1977	6.1. a. Number of Committees appointed. b. Number of meetings celebrated by each committee.
	6.1.2. The Committee will make recomendations for the improvement of existing materials, or for its removal from circulation.	Committee	March 31, 1977	c. Number of existing materials evaluated. d. Number of new audio-visual materials produced.
	6.1.3. The Committee will produce, or make arrangements for the production of necessary materials for the promotion of health professions.			

GOAL 7.

Establishment of an information and counseling service center within the deanship of student affairs.

Sub-goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
7.1. Provide interested persons with information about all available health careers.	7.1.1 Providing information on all available studying opportunities in the health field in Puerto Rico in particular, and elsewhere in general.	Project Director and Mrs. Sol Lladó	March 31, 1977	7.1. a. Number of items about different programs. b. Number of brochures, and other materials about health professions.
	7.1.2. Providing information about all health professions, its admission requirement, financial aid, etc., to all interested persons.	Mrs. Sol Lladó	March 31, 1977	
7.2. Provide prospective students with opportunities for making a significant career choice in an enviroment both challenging and supportive.	7.2.1 Design learning experiences for prospective students which will acquaint them with all available health careers.	Counselors	April and May, 1977	7.2. a. Number of persons demanding information. b. Number of persons demanding guidance. c. Number of learning experiences designed. d. Number of visits performed by interested students to other health sites. e. Number of meetings celebrated.
	7.2.2. Arrange visits to health centers, different health professionals and hospitals in the community.	Counselors		
	7.2.3. Meetings with prospective students to discuss their interests, the demands of our society for health professionals and the issues which surround their career choice.	Counselors		

GOAL 8.

Implementation of the recruitment and orientation programs as planned and approved.

Sub-Goals	Activities	Resources	Date to be accomplished	Evaluation Criteria
8.1. Carrying into effect the developed recruitment and orientation programs.	8.1.1. All those planned and describe under sub-goals 1 through 7.	Project Director and Staff, Orientation Personnel, Students and Staff from the Medical Sciences Campus.	From March 4, 1977 to October 16, 1978.	
8.2. Continuous evaluation of the recruitment and orientation programs, to determine the extent to which objectives are been achieved.	8.2.1. Continuous assessment of the project successes and failures.	Project Director and Staff	Evaluation dates: a) May, 1977 (second week) b) December, 1977 (second week) c) July, 1978 (second week) d) September, 1978 (second week) e) Final evaluation: (October, November and December, 1978)	
	8.2.2. Make recommendations about how the problems encountered may be solved.	Project Director and Staff		
	8.2.3. Prepare and submit for Project Officer approval drafts of a Final Report of the Project.	Project Director and Staff		
	8.2.4. Submit the Final Report and Executive Summary.	Project Director and Staff		

VIII. Projections

This project has shown that a systematic and aggresive recruitment and orientation program is fundamental to an institution wishing to identify and attract early in their formation highly qualified students for its academic offerings.

Bearing this in mind, the project staff submitted a proposal to the Health Careers Opportunity Program, to ensure the continuation of the plans developed under this project. Funds were granted on July 1, 1978 for a period of three years. This program has the following specific objectives:

1. Identify and recruit potential medical, dental, pharmacy, public health and other health professions students from the socio-economically and educationally disadvantaged regions of Puerto Rico.

2. Provide the potential students with the information and assistance in preparing to take the necessary steps to pursue a health career through a more effective system of health career advice and counseling in Puerto Rican high schools and colleges.

3. Effect the retention of disadvantaged medical, dental, pharmacy, public health and other health professions students through a longitudinal program of comprehensive personal and academic support.

December, 23 1978